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TO: Assistant Director, Intelligence Coordination
FROM: Assistant Director, Research and Reports
SUBJECT: Further development of CIA Library as a research tool

11 Oct 51

My concern with priorities to insure adequate staffing for the Library and Registers arises out of the following considerations:

1. The main emphasis in ORR's intelligence effort has shifted from extracting significant items from a flow of current materials passing across the analyst's desk to positive research involving the assembly by the analyst of all evidence, new or old, available to CIA on a given research topic. This positive research is important both to basic studies and to the evaluation of current developments.
2. Since most documentary material is relevant to research projects of concern to many different analysts the only way of insuring the availability of all evidence to all analysts is to have such evidence centrally filed and fully indexed to allow rapid search and recovery of relevant items.
3. Each analyst is ultimately responsible for being able to produce the available evidence on problems in his field. If he cannot be sure of getting all the items (including the most recent) with great promptness from the Library on demand he will understandably hoard such items in his own files. The Library has not in the past been staffed to provide the requisite service with the required degree of reliability. Most analysts have thus developed a distrust of the Library as a reference tool, and can only with difficulty be induced to disgorge their material to it.
4. Even a very few failures, or a very small backlog of unprocessed material can thus set us back months in the education of analysts to the use of the Library as the central depository of information. Thus in this instance the small difference between an almost adequate library job and a wholly adequate one is the difference between success and failure in our research effort.
5. It is our view, therefore, that to make existing investment in the Library and Registers pay off, a very high priority should be given by the Agency to full staffing of CCD. What may appear to be small economies here can endanger the whole effort.

MAX F. MILLIKAN

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